

# PLANNING AHEAD

Notes for the Planning and Policy  
Community



US Army Corps  
of Engineers

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## Inside This Issue

Report out on 2010 Planning Conference—Planning CoP Listening Session.....	4
Calendar of Upcoming USACE Sponsored Webinars.....	5
Baltimore District Hosts Chesapeake Bay Stormwater Management Workshop for DoD Installations.....	6
Demonstration of HD.gov Web Portal, July 22, 2010.....	7
Planning Associates Class of 2010: Coastal Storm Damage Reduction Training Module.....	8
Workshop Announcement.....	11
Employment Opportunities.....	12
PROSPECT Training Courses.....	14
Conferences.....	15
Publications.....	16
How to Submit an Article to <i>Planning Ahead</i> .....	17
How to Subscribe to <i>Planning Ahead</i> .....	17

## A Note from the Leader of the Planning Community of Practice

Greetings fellow planners! We had a terrific turnout at last month's Planning Community of Practice conference in Orlando. Thanks to the 475 attendees and presenters for one of the most professionally enlightening conferences we have ever had. It was also great to have stakeholders in attendance. The learning and sharing of ideas that took place at the conference in itself demonstrates the value we place on collaboration.

For those of you who did not attend, you will be heartened to know that the Corps leaders: Ms. Jo Ellen Darcy Assistant Secretary of the Army for Civil Works; Chief of Engineers LTG Robert Van Antwerp; MG Todd Semonite, South Atlantic Division Commander; Mr. Steve Stockton, Director of Civil Works; and I all spoke to the critical importance of planning and policy capabilities in the Corps. In addition, Mr. Patrick Brennan, Vice President, Creative Development, Walt Disney Company spoke about the important role that innovation plays in the creative development process within organizations.

I would like to briefly highlight some of the key points from each of these distinguished speakers.

Ms Jo-Ellen Darcy spoke of the context within which the Corps planning activities are conducted and the processes involved in carrying our planning responsibilities. Ms. Darcy noted that collaboration with our Federal and non-Federal study partners is key to the successful accomplishment of our mission. To paraphrase Ms. Darcy, *"Represent the Federal interest, but do not ignore the non-Federal partner. There will always be overlap between the Federal and the non-Federal interests. Find that area of overlap and collaborate to achieve it."*

With respect to the processes involved in carrying out our planning functions, Ms. Darcy indicated that there is an effort by members of USACE headquarters staff and the ASA(CW) office to examine the Corps planning program. Topics

under review include developing a method of prioritizing feasibility studies, reexamining how feasibility studies are carried out with the goal of shortening the time needed to conduct these studies (not simply streamlining the process, but taking a closer look at what is really needed to make informed decisions, including seeing if changes in existing law are needed), and examining the Corps planning organization to include such issues as succession planning, organization structure, mentoring, and training.

Ms. Darcy also provided an update on the revision to the Principles and Guidelines (P&G). Whereas the 1983 Principles and Guidelines emphasized economic development alone in the evaluation and selection of a proposed

project alternative, the revised P&G calls for development of water resources projects based on sound science that maximize net national economic, environmental, and social benefits. In addition, full and equal consideration will be given to non-structural measures in the evaluation of project alternatives. With respect to the timing of the new Principles and Guidelines, Ms. Darcy indicated that it is expected that revisions to the P&G will be completed by the end of this year or early next year.

Follow Ms. Darcy's remarks, Mr. Patrick Brennan, Vice President, Creative Development and Director of Design and Production at Walt Disney Imagineering, spoke about the importance of the development of innovation within an individual and organization, discussed these concepts as they apply to the Disney Company, and identified the factors that contribute towards developing and maintaining that innovative and creative environment. Mr. Brennan spoke about Walt Disney and his vision of where he wanted to take the company, how he believed in and respected his employees, and his willingness to take risks, accept failure, and persistence in the pursuit of what he was trying to achieve. Mr. Brennan pointed out that the Disney Company stays innovative by focusing on continuous improvement; by being aware that no matter how well you plan, things sometime can go wrong; and by examining when things don't go according to plan, asking the question, "What would you differently next time?" In order to create an innovative environment, Mr. Brennan identified the importance of encouraging unplanned collaboration (you don't know where the next good idea will come from), encouraging an environment built upon trust amongst people, sharing ideas early, and fixing problems early.

LTG Robert Van Antwerp, Commander and Chief of Engineers, spoke on the importance of attitude, metrics of success, and innovation. He began his remarks with a statement on attitude and its importance in the work environment. Lt. Gen. Van Antwerp pointed out that there are three attitude groups:

- ♦ "I have to": This group is characterized by people who have so much else to do, or are primarily motivated by needs or requirements.
- ♦ "I want to": This group is characterized by the

motivated people that truly dedicate themselves to selfless service. In the book *"Good to Great"*, this is a Level 5 leader; they are humble and they think of themselves less, but not less of themselves.

- ♦ "I get to": This group is characterized by people who have a passion for what they do. They consider their job a privilege with a purpose.

LTG Van Antwerp indicated that the Corps hired over 8,000 people in the last year, including 3,000 straight out of college. He wants each one of these new employees to be an "I get to" person, and stressed the importance of teaching and mentoring, to get the new employees to learn about the Corps and to learn from the "I get to" teachers and mentors in the Corps.

LLG Van Antwerp then shifted his remarks to the measurement of the success of the Corps within the context of the four tenets of the USACE Campaign Plan Commanders Intent: Those four tenants are

- ♦ That the Corps will deliver superior performance;
- ♦ That the Corps will set the standard for our profession;
- ♦ That the Corps will make a positive impact upon the Nation and other nations;
- ♦ That the Corps is built to last as evidenced by our strong "bench" at all levels – educated, trained, competent, experienced, and certified professionals.

LTG Van Antwerp concluded his remarks by emphasizing the importance of the people with the Corps; that the employees of the organization are our greatest asset, and that by being innovative in our approach to solving problems, we become "solutioneers." The strength of the organization is the strength of the teams developed within the organization.

Mr. Steven L. Stockton, Director Civil Works, spoke about the water resources challenges facing the Nation and the context within which the Corps attempts to address these challenges as a Federal agency. Looking to the future, there are many factors

that will impact the Nation's water resources. Among these factors are the increasing physical age of our built infrastructure, regional population shifts and the increased demand of water (often times in areas that could be considered "water stressed"), climate change, the increased awareness of the value of environmental services provided by ecosystems, increasing conflict among competing water uses, and limited financial resources with which to carry out the missions of the Corps (limited discretionary spending as a part of the total Federal budget).

Given these factors, the Corps must adapt to a new operating reality going forward. That reality being unlike the traditional role which the Corps we exercised in the past of being a provider of large single purpose projects and one going forward of the Corps being one of a multiple number of agencies that will have input to the final design and implementation of a project.

During my remarks, I took the opportunity to provide an overview of the Planning program, including the need to produce quality, credible planning documents; laid out a roadmap for future planning initiatives, including the implementation of Water Resources Development Act of 2007 initiatives (including the revisions to the Principles and Guidelines), discussed the development of a framework for a Planning program for the 21<sup>st</sup> century, including technical staff and leadership development, and a Planner Certification Pilot Program; and discussed the actions that the Planning Advisory Board is undertaking and the role that the Community of Practice is playing in promoting the use of knowledge management within the CoP to share ideas, planner certification, and the Planning Centers of Expertise.

We also had the pleasure of announcing this year's planning awards. The Planning Excellence Award for 2009 was awarded to **Ms. Lisa Rabbe** of the Alaska District. Ms. Rabbe was selected for leading a collaborative effort and cutting edge approach to identify, prioritize, and select environmental restoration sites within the Missouri River floodplain. This approach combined traditional restoration techniques with community-based landscape methodologies and Multi-Criteria Decision Analysis to produce scientifically based and socially responsive decisions.

The 2009 Outstanding Planning Achievement Awards were awarded to the New Orleans District Project Delivery Team for the [Louisiana Coastal Protection and Restoration \(LACPR\)](#) Technical Report and the Alaska District's [Alaska Baseline Erosion Assessment](#) Project Delivery Team.

The [LACPR team](#) met their challenge using multiple lines of defense consisting of innovative coastal restoration strategies that provide hurricane risk reduction, nonstructural measures to create sustainable and resilient communities, and structural measures that reduce flood/storm damage risk. The [Alaska District Baseline Erosion Assessment team](#) applied a systems view to many very small projects by collaborating with all incorporated municipalities and every borough in Alaska, each of the 229 Federal recognized Alaska Native Tribes, and associated State, Federal and Tribal agencies to assess ongoing and potential erosion in every Alaska community. Their study assessed risk and priorities in every community, enabling agencies to focus their efforts on those requiring urgent action.

We also announced plans for the 2012 PCoP conference scheduled to be held in the May/June timeframe in Northwestern Division. We will have all of the presentations from the 2010 Conference posted on both Sharepoint and the public website very soon, so watch for a separate announcement of those links.

These remain exciting and challenging times—we are proud to be a part of an agency involved in over 90 countries around the world and the wide range of important work we do. It all starts with planning!

Essayons,

Theodore A. "Tab" Brown, P.E., SES  
Chief, Planning and Policy, HQUSACE  
Directorate of Civil Works  
Planning Smart, Building Strong

## PLANNING CoP NEWS

### Report out on 2010 Planning Conference - Planning CoP Listening Session

By Sue Hughes, Deputy Chief, Planning  
Community of Practice, USACE  
Headquarters

Thank you to the many folks who attended the Planning CoP Listening Session on Tuesday, June 8th, during the last month's Planning Community of Practice in Orlando. There were many great sessions to choose from and I was overwhelmed by the turnout of approximately 60 planners who participated in the session. I wanted to take this opportunity to share with the readers of *Planning Ahead* the key points of the session, including the general issues discussed, and the actions we are taking or will take to respond to them.

First we discussed and reviewed the Responsibilities of the Planning CoP. These include:

- Facilitate development, enhancement and retention of technical expertise;
- Develop, maintain and promote understanding of policy and doctrine;
- Maintain and nurture national and interagency relationships;
- Identify and promote lessons learned, best practices and to further knowledge management.

Next we described the ongoing Planning Initiatives and in particular reviewed the efforts to Modernize the Planning Program for the 21st Century:

With respect to the efforts to modernize the planning program for the 21st century, these efforts fall into one of four categories.

- Strengthen Planning Capability and Leadership;
- Enhance Planning Process and Tools;
- Assess Operational Business Model and Organizational and Operational Structure;
- Participate in Watershed and System Based Budgeting Model Development

During the listening session, I heard from you on the following topics:

**Training** – How can we do better? In general I heard the current mode of formalized PROSPECT training is no longer effective. Though the relationships and contacts made during the current model of 4-5 day training sessions are valuable, the PowerPoint slides and current instructional methods are not as effective as they could be.

Another comment I heard was that there is too much overlap among the seven Planning Core Curriculum (PCC) courses, and that some course material is antiquated.

There were many great suggestions for improvements identified for a more vibrant, adaptive training program that meets our current needs. These include:

- Incorporate lessons learned into more informal continuous training via webinars;
- Develop storyboard Planning Core Curriculum courses similar to Planning Associates Program;
- Plan Formulation Developmental Assignments (i.e., send plan formulators to Districts to assist with complex formulation studies).

How is the PCoP Responding? In the beginning of FY 2010 the Planning Advisory Board (PAB) formed working groups to examine four areas related to improving the training methodology for Planners: Get it Right the First Time; Lessons Learned; Planning Capability; and the development of an Advanced Plan Formulation course. Efforts have been ongoing to evaluate issues and identify solutions in these areas over the past several months and will culminate in final reports with recommendations in September 2010. The ideas generated during the listening session are consistent with many of the findings to date and timely as this input will be shared with the work groups for their consideration and incorporation into final reports. In addition, Tab Brown, Chief of the Planning Community of Practice, has passed along the concerns related to PROSPECT Training to the Director of Human Resources.

**SharePoint – Does it work? and Guidance – Can you find it?** The clear message I received was SharePoint has great potential but needs significant improvement to be effective. Planning Guidance is difficult to find and the HQUSACE website contains

some outdated material, making it difficult to ascertain which regulations should be followed. If SharePoint were improved it could help planners more easily find recent, relevant guidance, and be the mechanism for effective knowledge management.

There was much discussion about this issue and the need for website/SharePoint improvements. Some specific suggestions included:

- Internet information should be “3 clicks away”
- Need a way for public (sponsors) to see study team information on SharePoint
- ACE-IT does not have capability to support SharePoint
- The USACE Environmental Gateway works well and process for establishing it should be emulated for PCoP.

How is the PCoP Responding? Efforts are underway to solicit support from IWR to revise and modify the Planning SharePoint site to make it more usable and to assure it is updated on a continuous basis. The first step in this process will be to work with the architects and users of the [Ecosystem Restoration Gateway](#) to identify process for development and updating of the Ecosystem Gateway. And similar to above, the ongoing PAB initiative on Lessons

Learned will address knowledge management improvements. These issues and suggestions will be provided to the Lessons Learned work group for their consideration and incorporation into final recommendations to be completed in Sept 2010.

The ultimate responsibility of any Community of Practice is to ensure things are working in accordance with the Community’s goals and objectives. Towards this end, I am focused on three areas; assure consistency, address gaps, and help Planners do their jobs.

My top 3 take aways from the PCoP Listening Session were: more communication from the PCoP, improve guidance search engines, and improve knowledge management. I value your continued input as I seek to reenergize and reinvigorate the Planning CoP. I plan to continue to provide status reports through this newsletter on the initiatives we are taking to respond to your concerns.

Thanks,

Sue Hughes

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## Calendar of Upcoming USACE Sponsored Webinars

The following is a list of upcoming webinars that will be presented during the next few months:

- July 13 — Planning Associates Program
- July 27 — Defining Ecosystem Restoration Potential Using a Multiple Reference Condition Approach: Upper Mississippi River System
- August 3 — DEMCAT (conceptual model builder)
- August 24 — Delta Streams Restoration
- September 28 — Hydraulics (ADH) Applications for Restoration Planning on the Upper Mississippi River
- October 12 — Technical Review Process and Expectation

To find out more about these upcoming webinars, or to view past webinars, visit the Ecosystem Restoration Gateway website at <http://cw-environment.usace.army.mil/news.cfm?CoP=Restore>.



## Baltimore District Hosts Chesapeake Bay Stormwater Management Workshop for DoD Installations

By Clem Gaines and Heather Cisar,  
Baltimore District

On May 20, the Baltimore District Planning Division hosted a Chesapeake Bay Stormwater Management workshop for personnel from DoD installations located in the Chesapeake Bay watershed at the Patuxent Research Refuge conference center in Laurel, Md.

MAJ Hugh Darville, deputy District Commander, opened the workshop with a welcome to over 70 people from Department of Defense installations located in the Chesapeake Bay watershed. The morning session included presentations by speakers from the Maryland Department of the Environment and the U.S. Environmental Protection Agency (EPA). The afternoon session was a closed DoD-only session and included presentations by speakers from USACE Engineer Research and Development Center (ERDC), the [Office of the Assistant Chief of Staff for Installation Management](#) and [Naval Facilities Engineering Command Washington](#).

Mr. Larry Eastman, Branch Chief in the District's Planning Division, said "The purpose of the conference was to increase DoD installation's understanding of new and pending stormwater requirements and highlight the advantages and disadvantages of tools and practices that can assist installations in meeting these requirements."

Baltimore District Commander, Col. Dave Anderson fully supported this initiative which enabled the District to take a leadership role by hosting this stormwater workshop focused on DoD installations in the Chesapeake Bay watershed. Members of the District participated in the workshop, presenting on several key topics, developed the agenda and facilitated the events.

The Chesapeake Bay is the nation's largest estuary, covering approximately 2,500 square miles. It is also one of the largest and most biologically productive estuaries in the world. The entire Chesapeake Bay watershed covers 64,000 square miles, including the District of Columbia, and large portions of Maryland,

Virginia, Pennsylvania, New York, Delaware and West Virginia. Nearly 17 million people live in the watershed and depend on the Bay and its tributaries as a source of drinking water, food, power, recreation, and jobs. More than 3,600 species of plants and animals rely on the Bay's unique blend of freshwater and saltwater habitats.

The Bay continues to experience poor water quality, degraded habitats, and low populations of many species of fish and shellfish. Despite on-going progress in some areas, it's most pressing health issues today are nutrient and sediment pollution, toxic chemical contaminants, habitat loss and over-harvesting of fish and shellfish. Many of the Bay issues are caused by non point source activities such as stormwater runoff.

On May 12, 2009, President Barack Obama signed [Executive Order 13508](#), Chesapeake Bay Protection and Restoration. The initiative is led by the EPA with senior representatives from multiple federal agencies and states.

In July 2009, the Army released its first Army Chesapeake Bay Strategy to renew its commitment to restoring and protecting the Chesapeake Bay. In April 2010, the Army released the [Annual Army Chesapeake Bay Action Plan](#) with clear goals, objectives and targets as well as a process for tracking progress, adaptively managing the program and showing accountability.



Dr. Angie Sowers, biologist in the Baltimore District's Planning Division, making a presentation on the Anacostia Watershed Restoration Plan to attendees of the Chesapeake Bay Stormwater Management workshop, May 20, 2010, Laurel, MD (Photo courtesy of Clem Gaines)

Currently, the Army operates 19 major installations totaling more than 220,000 acres in the Chesapeake Bay watershed, with wetlands collectively covering more than 26,000 acres. The Corps Civil Works program plans, designs and constructs projects related to ecosystem restoration, navigation and flood risk management with support from non-federal sponsors. The Corps Regulatory Permit program provides protection of the Bay watershed by regulating placement of dredged or fill materials into the Bay and its tributaries, both tidal and non-tidal, including wetlands.

Ms. Heather Cisar, Chesapeake Bay Program Manager at the District said, “The Baltimore District has a long history of working on Chesapeake Bay projects like civil works, military construction, environmental restoration, navigation, etc. We knew some Bay installations needed more information on emerging stormwater requirements and how these requirements tied into big picture Chesapeake Bay restoration efforts. This workshop was a way to capture what the key issues are in order to plan for future workshops and/or training in support of the Army's Chesapeake Bay Strategy and Action Plan.”

The five goals of the Army Chesapeake Bay Strategy address nutrients, toxics and sediment reduction, habitat and living resources protection, community

outreach and engagement, and stormwater management and partnerships. The Army is committed to improving water quality in the Chesapeake Bay, protecting biodiversity, promoting sustainable development in its communities and building a regional capacity to adapt to the potential effects of climate change.

According to Mr. Eastman, the workshop attendees gained a greater understanding of new stormwater requirements and practical tools but they also learned that the Corps can provide assistance to installations in dealing with watershed management, stormwater compliance and low impact development practices.

Mr. Eastman noted that Bay installations will continue to implement the Annual Army Chesapeake Bay Action Plan to achieve the goals set for by the Army Chesapeake Bay Strategy. The Army plans to compile an Army Chesapeake Bay Progress report for release in October. This report will track the Army's progress and show accountability in meeting its Chesapeake Bay federal agency commitments. With respect to future activities, Mr. Eastman indicated that “based on our initial review of the workshop comments, at least four or five targeted areas could be addressed in future workshops.”

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## Demonstration of HD.gov Web Portal, July 22, 2010

On July 22, at 1:00 pm EST/10:00 am PDT, Mr. Jeff Adkins of the NOAA Coastal Services Center will be hosting a webinar on the HumanDimensions.gov web portal. [HumanDimensions.gov](http://HumanDimensions.gov), or HD.gov for short, is an interactive informational website and portal linking to methods, tools, data, publications, case studies, jobs, grants, training, and events relating to the human dimensions of natural resource management. Human dimensions of natural resource management include the driving forces behind people's decisions (e.g. psychological, social, spiritual, cultural, economic, political, legal, and managerial forces), how human behaviors lead to ecological and social change, and how to address these changes with management. The HD.gov website was developed to reduce the time required to find information on applying human dimensions research and resources and help build a community of practice among human dimensions professionals. This webinar will provide an overview of resources available through the HD.gov website, how to use the site, and how to add content to the site. Learn more about HD.gov at <http://www.hd.gov/>. Register for this webinar at <https://www1.gotomeeting.com/register/521326640>.

## FEATURED ARTICLE

### Planning Associates Class of 2010 – Coastal Storm Damage Reduction Training Module

By Charissa Kelly, Fort Worth District

In May, the Planning Associates class of 2010 traveled to Philadelphia, Pennsylvania for a course on Coastal Storm Damage Reduction (CSDR), hosted by the [Coastal Storm Damage Reduction Planning Center of Expertise](#). The course was led by Mr. Jeff Gebert (Philadelphia District), Mr. Stephen Couch (New York District), and Mr. Tom Pfeifer (New York District). The course agenda provided a comprehensive overview of coastal processes and infrastructure and the planning challenges associated with each.

The first two days of the course focused on providing a history of the Corps role in CSDR, an explanation of the unique considerations associated with the coastal environment, instruction on coastal engineering to include a review of the types and functions of coastal structures, and an overview of the environmental, economic, and recreation aspects of a CSDR study.



Mr. Tom Pfeifer (New York District), Coast Storm Damage Reduction Course Owner (Photo courtesy of Melissa Montag)

A major change in planning for CSDR came with the Water Resources Development Act of 1986 (WRDA 86) regarding the treatment of recreation in the benefits analysis for CSDR studies. From 1930 when the Corps mission began in CSDR, recreation was

included as a primary benefit. Post-WRDA 1986 however, recreation benefits are considered as incidental only. While recreation benefits are still considered in the evaluation, 50% of the total benefits must come from storm damage reduction. This change specifically impacts the CSDR measure of building a dune and berm.

Like Flood Risk Management (FRM), the purpose of Coastal Storm Damage Reduction is to reduce the risk of damage to people and property. Where CSDR is unique is in some of the measures utilized to accomplish the reduced risk. These unique measures are related to the damage mechanisms associated with CSDR versus FRM. For CSDR the three main damage mechanisms are (1) elevated water levels, (2) erosion of land, and (3) wave impact.

While elevated water levels and land erosion are also damage mechanisms for fluvial flooding, the interaction of the waves with these mechanisms and the impact of the waves alone, make planning for and the alternatives to address CSDR concerns, different.

Additionally, geological differences between the East Coast, a trailing-edge coast, and the West Coast, a leading-edge coast, affect the physical and biological processes to be considered during planning and design and what measures are appropriate to accomplish risk reduction in each unique coastal region.

The potential array of risk reduction measures fall into three broad categories, (1) non-structural, (2) structural, (3) soft structural. The non-structural measures for CSDR are similar to those for FRM utilizing land management practices (Coastal Zone Management), acquisition and relocation, and flood proofing to accomplish reduction in damages. While different than FRM, structural measures for CSDR such as seawalls, bulkheads, and revetments perform similarly to the structural measures of a fluvial risk reduction system. But, the soft-structural measures which include dunes with berms, and hard structures, such as breakwaters, and groins are specific to the damage mechanisms and unique processes of a coastal environment.

The class learned about alongshore drift and the affect on beach widths on opposite sides of a coastal



inlet. The bottom-line is that tidal inlets, which are for navigation purposes, can have negative impacts for CSDR projects by interrupting the littoral drift along the shore and creating a shoreline offset from one side of the inlet to the other.

Our field trip provided an opportunity to see projects at various stages of planning and construction along the New Jersey Shore. Stops along the way included Lower Cape May Meadows and Cape May Point, an integrated ecosystem restoration and shore protection project; a beachfill project at Cape May City; a non-Federally funded beachfill and seawall project completed in 2009 at Hereford Inlet in North Wildwood; Federally funded beachfill and seawall projects at Townsends Inlet in Avalon; and a beachfill project at Atlantic city. The field trip helped the class to gain a better understanding of how the projects function to provide risk reduction and how the actual construction looks when complete. Additionally, the Planning Associates were able to directly see the effects the recent nor-easters had on projects where the design cross-section was in place, versus projects where one or more renourishment cycles were missed. The class was also able to see first-hand the impact an inlet has on the shoreline at each side of the structure.



Planning Associates 2010 with Course Owners Jeff Gebert and Stephen Couch and Elisa Chae from NOAA, at the Cape May, New Jersey lighthouse. (Photo courtesy of Jeff Gebert)

On Thursday Mike Wutkowski (Wilmington District) provided lessons learned on coastal studies from the Wilmington District, and we learned about CSDR modeling, the Corps' [Coastal Working Group](#),



Dune restoration project at Cape May, New Jersey (Photo courtesy of Steve Fischer)



Beach width on downdrift side of Hereford Inlet, New Jersey (Photo courtesy of Steve Fischer)



Piping Plover, an endangered species, utilizing habitat restored at Lower Cape May Meadow Project. (Photo courtesy of Melissa Montag)

climate change, and the Mississippi Coastal Improvements Program (MsCIP).

In the afternoon a panel discussion was held with the instructors from the morning presentations. The

panel included Ms. Lynn Bocamazo (New York District), Mr. Tom Smith (Mobile District), Mr. Jeff Gebert (Philadelphia District), and Mark Gravens (Engineer Research and Development Center). The panel used questions submitted by the class as the beginning of the discussion, and then provided an opportunity for the Planning Associates to ask follow-up questions to further explore issues identified throughout the week.



Panel Discussion with Jeff Gebert, Lynn Bocamazo, Mark Gravens, and Tom Smith. (Photo courtesy of Melissa Montag)

On Friday we learned about the [National Hurricane Program and Hurricane Evacuation Studies](#). Also, we had an opportunity to learn about the non-federal perspective of coastal and storm damage activities from a panel of non-federal partners. Panelist members included Mr. Charlie Chesnutt (from the USACE, Institute for Water Resources), Mr. Howard Marlowe (Marlowe & Company, Washington D.C.), Mr. Scott Wahl (City of Avalon, New Jersey), and Mr. Tony Pratt (Program Administrator of Shoreline and Waterway Management, State of Delaware Department of Natural Resources). The discussion provided the class with a unique opportunity to hear the non-Federal perspective of working with the Corps and Corps regulations and policies on CSDR studies. Further, the class was able to interact with the panelists to gain a deeper understanding of the unique challenges and concerns of conducting, constructing, and maintaining these projects.

Next the Planning Associates will travel to Orlando, Florida to attend the Planning Community of Practice

Conference. Look to next month's *Planning Ahead* to find out what they discover on that journey.



Panel discussion with Mr. Tony Pratt (State of Delaware Department of Natural Resources), Mr. Scott Wahl (City of Avalon, New Jersey), and Mr. Howard Marlowe (Marlowe and Company, Washington, DC). (Photo courtesy of Melissa Montag)

*Charissa Kelly has been with the Corps for 8 years and is a planner for the Fort Worth District. Currently, she serves as the Project Manager for the San Antonio River Mission Reach Ecosystem Restoration Project.*

#### Where are the PAs in their year long journey?

**Bold indicates course just completed.**

1. Orientation, Team Building, Leadership, and Communication (Deerfield Beach, FL)
2. Planning Fundamentals (Phoenix, AZ)
3. Ecosystem Restoration (New Orleans, LA)
4. Engineering Research and Development Center and Mississippi Valley Division (Vicksburg, MS)
5. Watersheds (San Antonio, TX)
6. Washington, DC Experience
7. Flood Risk Management (Folsom, CA)
8. Inland Navigation (Huntington, WV)
- 9. Coastal Storm Damage** (Philadelphia, PA)
10. Planning Community of Practice Conference
11. Deep Draft Navigation
12. Endangered Species Act, Hydropower, Recreation, Water Supply
13. Cultural Resources, Tribal Affairs
14. Small Boat Harbors and Intergovernmental Coordination
15. Graduation Ceremony including Presentation of Critical Think Pieces (Washington, DC)

## WORKSHOP ANNOUNCEMENT



### U.S. ARMY CORPS OF ENGINEERS WATER OPERATIONS TECHNICAL SUPPORT (WOTS) PROGRAM

#### A WORKSHOP ON STREAMS AND RIPARIAN AREAS FOR WATER QUALITY, RESTORATION AND IMPROVED ECOLOGICAL FUNCTIONS

The U.S. Army Engineer Research and Development Center (ERDC), Environmental Laboratory is pleased to announce that a free workshop on restoration and management of streams and riparian areas for water quality and ecological functions is now scheduled for **10-12 August 2010** in Colorado Springs, CO. This workshop will include a variety of technical presentations by ERDC engineers and scientists on stream/riparian restoration and management, centering on the prevention and control of non-point source pollution using riparian buffer strips along streams, rivers, lakes, and wetlands. We will also address methods and techniques that provide a broad range of physical and ecological functions, including streambank protection and bioengineering, and habitat and movement corridors. Many stream and riparian restoration efforts have been recently completed by the instructors, with numerous tools and techniques applied to satisfy project goals. This workshop will also provide an in-depth analysis and presentation of the problems and potential solutions available for the assessment, design, and implementation of riparian buffer strips.

Attendance priority will be given to USACE employees first. Those from other Federal and state agencies, and well as our non-federal partners are also encouraged to attend on a space-available basis. Details on the specific location of the workshop within Colorado Springs are still in the works and will be available soon. If you have any questions please contact the course coordinator, Dr. Richard Fischer ([Richard.A.Fischer@usace.army.mil](mailto:Richard.A.Fischer@usace.army.mil)). This workshop is made possible by funds from the USACE Water Operations Technical Support Program (<http://el.erdcl.usace.army.mil/wots>).

#### WORKSHOP GOALS

- o Develop a philosophy of bank stabilization design that emphasizes an understanding of the stream as a complex inter-related system that encompasses both local and system-wide processes and problems.
- o Apply the concepts of grade control and the Channel Evolution Model (CEM).
- o Guidance on how to develop appropriate project goals.
- o Learn about innovative bank protection methods and how to choose the appropriate method or combination of techniques.
- o Discuss the importance of project constructability, monitoring, and maintenance
- o Learn how to read a stream and analyze a streambank erosion problem with an experienced practitioner.
- o To access and design associated riparian areas to prevent non-point source pollution such as eroded sediments in streams, rivers, and reservoirs; and consideration for methods that provide for a broad range of physical and ecological functions, including water quality improvement, flood storage capacity, habitat and movement corridors, and aesthetics.
- o Perform a series of in-the-field site analyses, understanding the role of project goals in the development of conceptual flow analyses, and designing stabilization plans that relate to the project performance goals.



## EMPLOYMENT OPPORTUNITIES

These are but a few of the many available positions advertised on the Army's Civilian Personnel on line website, <http://cpol.army.mil> and USAJOBS website, <http://www.usajobs.gov>. Note that clicking on the vacancy announcement number redirects the reader to the job description on the [www.usajobs.gov](http://www.usajobs.gov) website.

### Employment opportunities around the Corps:

(1) Vacancy Announcement Number: [NCFL10336446](#)

Opening Date: June 29, 2010 Closing Date: July 12, 2010

Position: GS-15: Civil Engineer (0810), Physical Scientist (1301), General Biological Scientist (0401), Environmental Engineer (0819), Geologist (1350), Community Planner (0020), Social Scientist (0101), Economist (0110), Geographer (0150)

Salary: \$122,064 - \$155,500 Annual

Place of Work: US Army Corps of Engineers; Institute for Water Resources, National Capital Region - Group W, Alexandria, VA

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 1

(2) Vacancy Announcement Number: [SWHB10293184](#)

Opening Date: June 15, 2010 Closing Date: July 14, 2010

Position: GS-13: Community Planner (0020), Regional Economist (0110), Archaeologist (0193), Biologist (0401), Landscape Architect (0807), Civil Engineer (0810), Environmental Engineer (0819), Physical Scientist (1301)

Salary: \$81,823 - \$106,369 Annual

Place of Work: US Army Engineer District, Fort Worth, Planning, Env & Regulatory Division; Duty Location: Fort Worth, TX

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 01

(3) Vacancy Announcement Number: [WTHG10352896](#)

Opening Date: June 30, 2010 Closing Date: July 14, 2010

Position: GS-12: General Engineer (0801), Civil Engineer (0810), Environmental Engineer (0819), Landscape Architect (0807), General Biologist or Environmental Resource Specialist (0401), Community Planner (0020), Economist (0110), Archaeologist (0193)

Salary: \$68,809 - \$89,450 Annual

Place of Work: US Army Engineer District, Planning, Programs & Project Mgmt Div, Planning Branch, Plan Formulation Section, Walla Walla, WA

Position Status: Temporary Position Not to Exceed: 1 YEAR -- Full Time

Number of Vacancy: 1

(4) Vacancy Announcement Number: [SCGT10348365](#)

Opening Date: July 02, 2010 Closing Date: July 16, 2010

Position: GS-13: Interdisciplinary Engineer (0800), Economist (0110), General Engineer (0801), Architect (0808), Civil Engineer (0810), Mechanical Engineer (0830), Electrical Engineer (0850)

Salary: \$81,823 - \$106,369 Annual

Place of Work: US Army Corps Engineers Charleston District, Charleston, SC

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 01

(5) Vacancy Announcement Number: [WTKC10293824](#)

Opening Date: June 17, 2010 Closing Date: July 19, 2010

Position: GS-14: Supervisory Social Sciences Study Manager (0101), Supervisory Biological Study Manager (0401), Supervisory Landscape Architect (0807), Supervisory Physical Scientist (1301)

Salary: \$103,500 - \$134,547 Annual

Place of Work: US Army Engineer District, Sacramento District, Planning Division, Sacramento, CA



Position Status: This is a Permanent position. -- Full Time  
Number of Vacancy: 01

(6) Vacancy Announcement Number: [WTKC10285879](#)

Opening Date: July 02, 2010 Closing Date: July 19, 2010

Position: Archeologist, GS-0193-11/GS-12

Salary: \$73,655 - \$95,750 Annual

Place of Work: US Army Engineer District, Sacramento, Planning Division, Environmental Resources Branch, Cultural, Rec, & Social Assessment Section, Sacramento, CA

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 1

(7) Vacancy Announcement Number: [NCFL10235083](#)

Opening Date: June 22, 2010 Closing Date: July 22, 2010

Position: GS-15: Water Resources Planner (0101), Geographer (0150), Biologist (0401), Ecologist (0408), Rangeland Management Specialist (0454), Fish Biologist (0482), Wildlife Biologist (0486), Landscape Architect (0807), Forester (0460)

Salary: \$123,758 - \$155,500 Annual

Place of Work: US Army Corps of Engineers; Directorate of Civil Works, Civil Works Policy & Policy Compliance Division, Washington, DC

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 1

(8) Vacancy Announcement Number: [NCFL10370688](#)

Opening Date: July 02, 2010 Closing Date: August 01, 2010

Position: GS-14: Biologist (0401), Civil Engineer (0810), Community Planner (0020), Social Scientist (0101), Economist (0110), Archaeologist (0193)

Salary: \$105,211 - \$136,771 Annual

Place of Work: US Army Corps of Engineers; Directorate of Civil Works, Planning Community of Practice, Washington, DC

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 1

(9) Vacancy Announcement Number: [WTKC10ASCSF001](#)

Opening Date: May 13, 2010 Closing Date: November 15, 2010

Position: GS-12: Project Manager (0101), Project Manager (0401), Project Manager (0801), Civil Engineer (0810), Physical Scientist (1301)

Salary: \$81,460 - \$105,897 Annual

Place of Work: US Army Engineer District, San Francisco, Programs and Project Management Division, Duty Location: San Francisco, CA

Position Status: This announcement may be used to fill permanent full-time, part-time or intermittent positions. Indicate on your resume your availability for any of these appointments.

Number of Vacancy: Many

(10) Vacancy Announcement Number: [WTHE10107178OC](#)

Opening Date: March 02, 2010 Closing Date: March 01, 2011

Position: GS-13: General Engineer (0801), Landscape Architect (0807), Architect (0808), Civil Engineer (0810), Environmental Engineer (0819), Mechanical Engineer (0830), Electrical Engineer (0850), Fish Biologist (0482), Wildlife Biologist (0486), Physical Scientist (1301), Community Planner (0020), Biologist (0401), Chemist (1320), Economist (0110), Industrial Engineer (0896)

Salary: \$86,260 - \$112,136 Annual

Place of Work: US Army Engineer District, Portland, Planning, Programs & Project Mgmt Div., Planning Branch, Duty Station: Portland, OR

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 1

## PROSPECT TRAINING COURSES

**Upcoming USACE sponsored PROSPECT training courses of interest to the members of the Planning CoP include:**

### **PCC2 PLANNING PRINCIPLES AND PROCEDURES**

Control Number: 77

July 12—16, 2010 Chicago, IL

This course provides district and division planners with an overview of how Corps of Engineers water resource projects are planned in accordance with current policies and procedures. Upon completion of the course, the student will have a basic understanding of the principles and policies guiding the planning of Corps Civil Works water resources development projects. Policies and procedures are discussed in a series of short presentations by HQUSACE staff and through class participation in small group exercises. Presentations and class exercises focus on case studies designed to illustrate the planning process and application of guidance and policy. The course presents the basic procedures that enable the student to conduct the planning process under today's requirements. The course covers interaction among the district, division, HQUSACE, Army, and the Administration, and includes a session on new directions in planning. The course is conducted in an informal atmosphere to encourage class interaction.

Participants should be currently involved in the planning of civil works water resources development projects. Prior completion of the PROSPECT Course, "PCC1 Civil Works Orientation" is highly recommended. Priority will be given to GS5-GS12 students with less than 3 years of current planning experience.

### **PCC1 CIVIL WORKS ORIENTATION**

Control Number: 86

February 8—12, 2011 Phoenix, AZ

This course provides the student with a basic understanding of the Corps of Engineers civil works program and the project development process. It is designed for Corps employees who are relatively new to civil works or individuals who require an overall understanding of and the procedural stages involved in the development of civil works projects.

Topics will be presented and discussed relating to the Civil Works process, including: overviews of the Corps missions, programs and organizational structure; legislative and review processes; study and project cost-sharing; program budgeting and funding; environmental compliance and HTRW considerations; public involvement; partnering and cooperation with non-Federal sponsors; and new trends and developments. The student will learn the entire Civil Works process from the problem identification to project implementation. Various individual, group, and class exercises; role-plays of Corps-sponsor meetings; and discussions are used throughout the course to help students understand the process.

Nominees must be involved in or closely support all phases of civil works project development, project planning, project management, or programs management and must be assigned (a) Occupational Series: Selected 0020, 0100, 0300, 0400, 0800, 0900, 1100, and 1300 series or others such as public affairs officers, real estate, or counsel that support the development process; (b) Grade: GS-05 or above. This course is highly recommended as the first training class for new or entry level employees in the CW Planning function.

To attend these courses or to receive additional information about other PROSPECT training courses, please contact the USACE Learning Center at <http://pdsc.usace.army.mil>.

## CONFERENCES

**The following is a list of conferences, workshops, and symposia that may be of interest to members of the Planning Community of Practice, as well as other practitioners in field of water resources. Those conferences, workshops and symposia in which the U.S. Army Corps of Engineers has been involved in the organization, sponsorship, or where members of the Corps have been identified as speakers or presenters, are identified in *italics*.**

35th Annual Natural Hazards Research and Application Workshop  
July 10-14, 2010 Broomfield, CO  
Additional information: <http://www.colorado.edu/hazards/workshop/>

Ecological Society of America 2010 Annual Meeting  
August 1—6, 2010 Pittsburgh, PA  
Additional information: <http://www.esa.org/pittsburgh/>

2010 Watershed Management Conference “Innovations in Watershed Management Under Land Use and Climate Change”  
August 23-27, 2010 Madison, WI  
Additional information: <http://content.asce.org/conferences/watershedmanagement2010/index.html>

2010 AWRA Summer Specialty Conference—International Specialty Conference and 8th Caribbean Islands Water Resources Congress on Tropical Hydrology and Sustainable Water Resources in a Changing Climate  
August 30—September 1, 2010 San Juan, Puerto Rico  
Additional information: <http://www.awra.org/meetings/PR2010/index.html>

2010 Arizona Hydrological Society Symposium “Dryland Hydrology: Global Challenges, Local Solutions”  
September 1-4, 2010 Tucson, AZ  
Additional information: <http://www.hydrosymposium.org>

American Shore and Beach Preservation Association “National Coastal Conference”  
October 13-15, 2010 Charleston, SC  
Additional information: <http://www.asbpa.org/conferences/conferences.htm>

Linking Science to Management: A Conference and Workshop on the Florida Keys Marine Ecosystem  
October 19—22, 2010 Duck Key, FL  
Additional information: <http://conference.ifas.ufl.edu/floridakeys/index.html>

2010 AWRA Annual Water Resources Conference  
November 1—4, 2010 Philadelphia, PA  
Additional information: <http://www.awra.org/meetings/Philadelphia2010/index.shtml>

5th National Conference on Coastal and Estuarine Habitat Restoration  
November 13-17, 2010 Galveston Island, TX  
Additional information: <https://www.estuaries.org/conference/>

20th American Trails National Symposium  
November 14—17, 2010 Chattanooga, TN  
Additional information: <http://www.americantrails.org/2010/>

4th National Conference on Ecosystem Restoration  
August 1—5, 2011 Baltimore, MD  
Additional information: <http://www.conference.ifas.ufl.edu/NCER2011/index.html>

## PUBLICATIONS

The following is a list of recently published reports, studies, or articles prepared by the Corps of Engineers, other Federal agencies, or other research organizations:

***“U.S. Army Sustainability Report 2009”***, May 2010. U.S. Department of the Army.  
Available at: <http://www.aepi.army.mil/docs/whatsnew/FINALArmySustainabilityReport2010.pdf>

***“Water, Climate Change and Forests: Watershed Stewardship for a Changing Climate”***, June 2010, U.S. Forest Service, Pacific Northwest Research Station, General Technical Report PNW-GTR-812.  
Available at: [http://www.fs.fed.us/pnw/pubs/pnw\\_gtr812.pdf](http://www.fs.fed.us/pnw/pubs/pnw_gtr812.pdf)

***“Guidance for Federal Land Management in the Chesapeake Bay Watershed”***, U.S. Environmental Protection Agency, Available at: <http://www.epa.gov/nps/chesbay502/>

***“A Synthesis of the Science on Forests and Carbon for U.S. Forests”***, Spring 2010, Ecological Society of America, Report Number 13, Available at: [http://esa.org/science\\_resources/issues/FileEnglish/issue13.pdf](http://esa.org/science_resources/issues/FileEnglish/issue13.pdf)

***“Quadrennial Defense Review Report”***, February 2010. U.S. Department of Defense.  
Available at: <http://www.defense.gov/qdr/>

***“Reenergizing America’s Defense: How the Armed Forces Are Stepping Forward to Combat Climate Change and Improve the U.S. Energy Posture”***, by The Pew Project on National Security, Energy and Climate, 2010.  
Available at: <http://pewclimatesec-cdn-remembers.s3.amazonaws.com/172e73107e0952fd86378269bdeb62f6.pdf>

***“A Scientific Assessment of Alternatives for Reducing Water Management Effects on Threatened and Endangered Fishes in California’s Bay Delta”***, prepared by the National Research Council, Committee on Sustainable Water and Environmental Management in the California Bay Delta, March 2010.  
Available at [http://www.nap.edu/catalog.php?record\\_id=12881](http://www.nap.edu/catalog.php?record_id=12881)

***“Estimated Use of Water in the United States in 2005”***, by Joan F. Kenny, Nancy L. Barber, Susan S. Hutson, Kristin S. Linsey, John K. Lovelace, and Molly A. Maupin, U.S. Geological Survey Circular 1344, 2009 Available at: <http://pubs.usgs.gov/circ/1344/>

***“Informing Decisions in a Changing Climate”***, National Academy of Sciences, National Research Council, Panel on Strategies and Methods for Climate-Related Decision Support, 2009  
Available at: [http://www.nap.edu/catalog.php?record\\_id=12626](http://www.nap.edu/catalog.php?record_id=12626)

***“Building a Stronger Corps—A Snapshot of How the Corps is Applying Lessons Learned From Katrina”***, U.S. Army Corps of Engineers, 30 April 2009, Available at:  
[http://www.mvp.usace.army.mil/docs/USACE\\_PK\\_Update\\_Report\\_Final.pdf](http://www.mvp.usace.army.mil/docs/USACE_PK_Update_Report_Final.pdf)

***“Sustainable Water Systems: Step One—Redefining the Nation’s Infrastructure Challenge”***, The Aspen Institute Energy and Environment Program, Available at:  
<http://www.aspeninstitute.org/sites/default/files/content/docs/pubs/WaterInfrastructure.pdf>

***“Disaster Recovery: Experiences from Past Disasters Offer Insights for Effective Collaboration after Catastrophic Events”***, Government Accountability Office, GAO Report -09-811, Available at:  
<http://www.gao.gov/products/GAO-09-811>

***“Elevated East Coast Sea Level Anomaly: June—July 2009”***, NOAA Technical Report NOS CO-OPS 051, August 2009, Available at:  
[http://tidesandcurrents.noaa.gov/publications/EastCoastSeaLevelAnomaly\\_2009.pdf](http://tidesandcurrents.noaa.gov/publications/EastCoastSeaLevelAnomaly_2009.pdf)



## HOW TO SUBMIT AN ARTICLE TO *PLANNING AHEAD*

*Planning Ahead* is designed to foster communication amongst the members of the Planning community of practice within the Corps, with those other members of the Corps family with which planners interact on a daily basis, and with members of the general public outside of the Corps. It is our goal that future editions of the newsletter will include information and perspectives of those members of the planning community on the front lines of the Corps' planning efforts, the District and Division offices. We hope that this newsletter becomes a forum to share your experiences to help the entire planning community learn from one another. We welcome your thoughts, comments, questions, suggestions, success stories, and lessons learned, so that we can share them with the broader community. Submissions should be moderate in length (4-5 paragraphs), except in cases where the article is compelling and circumstances warrant a lengthier treatment of the subject. The article should be prepared as a MS Word document. Pictures accompanying submitted articles are welcome. Pictures must be in JPEG format. Please send articles to Mr. Kenneth E. Lichtman, at [Kenneth.e.lichtman@usace.army.mil](mailto:Kenneth.e.lichtman@usace.army.mil)

The deadline for material to be published in the next issue of *Planning Ahead* is  
**Wednesday, July 14, 2010**

*Planning Ahead* is an unofficial publication authorized under AR 25-30. It is published by the Planning Community of Practice, U.S. Army Corps of Engineers, 441 G Street, NW, Washington, D.C. 20314-1000

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